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### **Glossary of Terms**<sup>1</sup>

**ACTION ITEM:** Clearly identified step to the attainment of an objective.

**BARRIER:** Personnel principle, policy, or practice, which restricts or tends to limit the representative employment of applicants and employees, especially minorities, women and individuals with disabilities.

**CIVILIAN LABOR FORCE (CLF):** Data derived from the decennial census reflecting persons 16 years of age or older, who were employed or seeking employment. This data excludes those in the Armed Services. CLF data used in this report is based on the 2000 Census.

**CONSPICUOUS ABSENCE:** A particular EEO group that is nearly or totally nonexistent from a particular occupation or grade level in the workforce.

**EEO GROUPS:** White men and women (not of Hispanic origin); Black men and women (not of Hispanic origin); Hispanic men and women; Asian American/Pacific Islander men and women; and American Indian/Alaskan Native men and women.

**EMPLOYEES:** Permanent, full, or part-time members of the agency workforce including those in excepted service positions. Does not include temporary or intermittent individuals.

**MAJOR OCCUPATIONS:** Mission oriented occupations or other occupations with 50 to 100 or more employees.

**MINORITIES:** Black or African American, Hispanic, Asian, American Indian or Alaskan Native, Native Hawaiian or Other Pacific Islander.

**NSF STAFF CATEGORIES:** Science and Engineering (S&E) - includes positions in science, engineering, and education plus management and general administration positions with program responsibilities in the organizational directorates; Business Operations - includes "professional" positions such as Accountant/Auditor and Librarian plus all remaining administrative positions not included in the S&E category above; and Program Support - includes technical and clerical positions.

**OBJECTIVE:** Statement of a specific end product or condition to be attained by a specific date. Accomplishment of an objective will lead to the elimination of a barrier or other problem.

**PARITY:** Representation of EEO groups in a specific occupational category or grade level in the agency's workforce that is equivalent to its representation in the appropriate CLF.

**PARTICIPATION RATE:** The extent to which members of a specific demographic group participate in an agency's work force.

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<sup>1</sup> Definitions are in accordance with EEOC guidelines and NSF's staff groupings.

**PROBLEM:** A situation that exists in which one or more EEO groups do not have full equal employment opportunity.

**PROGRAM ANALYSIS:** Review of entire agency's affirmative employment program.

**PROGRAM ELEMENT:** Prescribed program area for assessing where agencies should concentrate their affirmative employment program analysis and plan development.

**RACE-NATIONAL ORIGIN-ETHNICITY:**

**White** – Not of Hispanic Origin. All persons having origins in any of the original peoples of Europe, North Africa, or the Middle East.

**Black or African American** – All person having origins in any of the Black racial groups of Africa.

**Hispanic** – All persons of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.

**Asian** – All persons having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent. This area includes Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.

**American Indian or Alaskan Native** – All persons having origins in any of the original peoples of North and South America (including Central America), and who maintain tribal affiliation or community attachment.

**Native Hawaiian or Pacific Islander** – All persons having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.

**RELEVANT CIVILIAN LABOR FORCE (RCLF):** Civilian Labor Force (CLF) data that are directly comparable (or relevant) to Federal workforce data.

**RESPONSIBLE OFFICIAL:** Executive, Manager, or Supervisor who is accountable for accomplishing an action item.

**TOTAL WORK FORCE:** All employees of an agency subject to 29 C.F.R. Part 1614 regulations, including temporary, seasonal, and permanent employees.

**TARGET DATE:** Date (month/year) for completion of an action item.

**U.S. Equal Employment Opportunity Commission  
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT**

**For period covering October 1, 2010, to September 30, 2011.**

<b>PART A</b>  Department or Agency Identifying Information	<b>1. Agency</b>		<b>1.National Science Foundation</b>	
	1.a. 2 <sup>nd</sup> level reporting component			
	1.b. 3 <sup>rd</sup> level reporting component			
	1.c. 4 <sup>th</sup> level reporting component			
	<b>2. Address</b>		<b>2. 4201 Wilson Boulevard</b>	
	<b>3. City, State, Zip Code</b>		<b>3. Arlington, Virginia 22230</b>	
	<b>4. CPDF Code</b>	<b>5. FIPS code(s)</b>	<b>4. 51</b>	<b>5. 24,11</b>
<b>PART B</b>  Total Employment	<b>1. Enter total number of permanent full-time and part-time employees</b>			<b>1. 1222</b>
	<b>2. Enter total number of temporary employees</b>			<b>2. 247</b>
	<b>3. Enter total number employees paid from non-appropriated funds</b>			<b>3. 0</b>
	<b>4.TOTAL EMPLOYMENT [add lines B 1 through 3]</b>			<b>4. 1469</b>
<b>PART C</b>  Agency Official(s) Responsible For Oversight of EEO Program(s)	1.Head of Agency Official Title		<b>1. Subra Suresh Director</b>	
	2. Agency Head Designee		<b>2. Claudia J. Postell</b>	
	3. Principal EEO Director/Official Official Title/series/grade		<b>3. Claudia J. Postell, Director, ES-0260-00</b>	
	4. Title VII Affirmative EEO Program Official		<b>4. Carolyn L. Piper</b>	
	5. Section 501 Affirmative Action Program Official		<b>5. Shawn L. Murray</b>	
	6.Complaint Processing Program Manager		<b>6. Terri L. Sisley</b>	
	7. Other Responsible EEO Staff		<b>7. Rhonda J. Davis, Senior Advisor Pamela A. Smith, Staff Associate for Operations</b>	

**EEOC FORM  
715-01  
PARTS A - D  
U.S. Equal Employment Opportunity Commission  
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT**

<b>PART D</b>	<b>Subordinate Component and Location (City/State)</b>	<b>CPDF and FIPS codes</b>		
List of Subordinate Components Covered in This Report	N/A			

EEOC FORMS and Documents Included With This Report				
*Executive Summary [FORM 715-01 PART E], that includes:	X	*Optional Annual Self-Assessment Checklist Against Essential Elements [FORM 715-01PART G]		X
Brief paragraph describing the agency's mission and mission-related functions	X	*EEO Plan To Attain the Essential Elements of a Model EEO Program [FORM 715-01PART H] for each programmatic essential element requiring improvement		X
Summary of results of agency's annual self-assessment against MD-715 "Essential Elements"	X	*EEO Plan To Eliminate Identified Barrier [FORM 715-01 PART I] for each identified barrier		X
Summary of Analysis of Work Force Profiles including net change analysis and comparison to RCLF	X	*Special Program Plan for the Recruitment, Hiring, and Advancement of Individuals With Targeted Disabilities for agencies with 1,000 or more employees [FORM 715-01 PART J]		X
Summary of EEO Plan objectives planned to eliminate identified barriers or correct program deficiencies	X	*Copy of Workforce Data Tables as necessary to support Executive Summary and/or EEO Plans		X
Summary of EEO Plan action items implemented or accomplished	X	*Copy of data from 462 Report as necessary to support action items related to Complaint Processing Program deficiencies, ADR effectiveness, or other compliance issues.		
*Statement of Establishment of Continuing Equal Employment Opportunity Programs [FORM 715-01 PART F]	X	*Copy of Facility Accessibility Survey results as necessary to support EEO Action Plan for building renovation projects		
*Copies of relevant EEO Policy Statement(s) and/or excerpts from revisions made to EEO Policy Statements	X	*Organizational Chart		X

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EEOC FORM  
**715-01**  
PART E  
**U.S. Equal Employment Opportunity Commission**  
**FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT**

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National Science Foundation  
October 1, 2010 to September 30, 2011

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## *Executive Summary*

The National Science Foundation (hereinafter "NSF") was established by Congress in 1950 as an independent agency of the Federal government with the mission "to promote the progress of science; to advance the national health, prosperity, and welfare; and to secure the national defense." NSF accomplishes its mission primarily by making merit-based grants and cooperative agreements to colleges, universities, and other institutions to support researchers throughout the nation. Each year, NSF uses a merit review process to select new awards from competitive proposals submitted by the science and engineering research and education communities. In FY 2011, NSF evaluated 51,000 proposals and made more than 11,000 new awards.

In support of its mission, the NSF has adopted as one of its five core values the concept of being "broadly inclusive." Through this core value, NSF is "seeking and including contributions from all sources while reaching out, especially to groups that are underrepresented, serving scientists, engineers, educators, students, and the public across the nations, and exploring opportunities for partnerships both nationally and internationally."

The 2006-2011 NSF Strategic Plan has three interrelated strategic goals—transform the frontiers, innovate for society, and perform as a model organization. Within the goal of performing as a model organization is the target of NSF attaining model equal employment opportunity (EEO) status per criteria established by the U.S. Equal Employment Opportunity Commission (EEOC).

The Federal Personnel Payroll System (FPPS) reflects that NSF's workforce for 2011 consisted of 1469 employees; 1222 permanent and 247 temporary.<sup>2</sup> The NSF workforce is categorized into three distinct staff groupings: Science and Engineering (S&E), Business Operations, and Program Support.

The S&E includes positions in science, engineering, and education, plus program management and general administration positions with program responsibilities in the organizational directorates. The Business Operations group encompasses professionals such as Accountants/Auditors and Librarians, plus all remaining administrative positions not included in

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<sup>2</sup> For FY 2011, the MD-715 report includes employees of the Office of Inspector General (OIG) and the National Science Board (NSB).

Also, the data pulled from the FPPS reflect the use of the first and last full pay periods of FY 2011.

the S&E category. The Program Support category includes technical and clerical positions. Additionally, there are Intergovernmental Personnel Act (IPA) employees working at NSF who are not captured in the FPPS,<sup>3</sup> and NSF does not employ wage grade workers.

## 1. SUMMARY OF ANALYSIS OF NSF WORKFORCE

Over the last fiscal year, NSF has made progress in diversifying and broadening participation in its workforce through recruitment and training activities and has taken significant steps towards attaining model EEO status as defined by the EEOC. The NSF's workforce strategy seeks to serve not only the Federal workforce but the wider academic and research communities.

The EEOC requires that agencies compute the net change within a demographic group, within the permanent workforce, between two time periods. This net change is calculated by taking the difference between the number of employees in a demographic group at the end of the current fiscal year and the prior fiscal year and dividing this number by that in the prior fiscal year. If a group's percentage decreased, the net change is negative. If a group displays a net change lower than that for the total workforce, there may be a barrier to enhancing participation.<sup>4</sup>

For purposes of this report, the EEOC defines a barrier as an agency personnel policy, principle, or practice that restricts or tends to limit the representative employment of applicants and employees as related to women, minorities, and individuals with disabilities. Types of data that are available to conduct barrier analysis are workforce demographic snapshots, nature of action data, applicant flow data, climate surveys, and EEO complaint trends.

In determining underrepresented groups, agency data is compared to the general Civilian Labor Force (CLF). When compared to the CLF from Census 2000, the following groups were identified as below parity according to the CLF, as reflected in **Table A1**:<sup>5</sup>

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<sup>3</sup> IPAs are not reflected in this analysis. Nevertheless, NSF recognizes that IPAs are an important component of its workforce and plans to assemble data for this group in future reports.

<sup>4</sup> In FY 2011, data include employees in NSF's OIG and NSB. Because these two groups were not included in last year's report, NSF is unable to compute net change until its FY 2012 report.

<sup>5</sup> See Footnote 3.

Also, as a result of rounding the numbers, there may be a slight difference in the numerical values provided throughout the report.

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<u>Group</u>	<u>FY 2011 (%)</u>	<u>2000 CLF (%)</u>
Males	38.19	53.0
Hispanic or Latino Male	1.43	6.17
Hispanic or Latina Female	1.07	4.52
White Male	29.02	39.03
White Female	30.97	33.74
Black/African American Male	4.15	4.84
American Indian/Alaskan	0.14	0.34
Native Male		
American Indian/Alaskan	0.02	0.32
Native Female		
Native Hawaiian or Other		
Pacific Islander Male	0.00	0.06
Two or more races Male	0.02	0.88
Two or more races Female	0.34	0.76

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The data also show the following: Asian employees had greater representation in the permanent workforce than in the CLF in which Asian males represented 3.06% vs. 1.92% and Asian females represented 3.95% vs. 1.71%; Black or African American females had greater representation in the permanent workforce than in the CLF, representing 24.51% vs. 5.66%; and Native Hawaiian or Other Pacific Islander females had higher representation, representing 0.14 vs. 0.06 in the CLF. **(Table A1)**

A summary of individuals with disabilities shows that 17 employees at NSF are identified as having targeted disabilities<sup>6</sup> representing 1.16% of the permanent workforce, which is below the Federal high of 2.95%. **(Table B1)**

## **2. SUMMARY OF RESULTS OF AGENCY'S ANNUAL SELF-ASSESSMENT AGAINST MD-715 "ESSENTIAL ELEMENTS"**

In FY 2011, NSF became one of the first Federal agencies to incorporate language into its Strategic Plan that specifically connects the goal of attaining model EEO status to EEOC-specific criteria. In its FY 2011-2016 Strategic Plan, one of the three strategic goals is to Perform as a Model Organization. Within that goal is the target of attaining status as a model EEO agency as defined by the EEOC. In response, NSF has taken substantial steps towards accomplishing this

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<sup>6</sup> The EEOC defines targeted disabilities as deafness, blindness, missing limbs, partial paralysis, convulsive disorders, mental impairment, and distortion (limb/spine).



goal. The following depicts some of the agency's major accomplishments under each of the six essential elements:

### **Essential Element A: Demonstrated Commitment from Agency Leadership**

In FY 2011, NSF met all measures under **Essential Element A**, including two measures that had been identified as unmet the prior year.<sup>7</sup> Some highlights of NSF's accomplishments under this element include the following:

- Timely updated and disseminated to NSF staff all EEO policy statements within six months of NSF's new Director coming on board. Policies issued included NSF's statements on Diversity and Equal Opportunity and Prevention of Harassment, illustrating the agency's commitment to a work environment that is free of discrimination and harassment. In addition to reinforcing NSF's zero tolerance for discrimination and retaliation, the policy also emphasized NSF's commitment to diversity in its workforce and in all NSF programs and activities. Also, in January 2011, the Director, Office of Diversity and Inclusion (ODI), issued a bulletin to all employees on Reasonable Accommodations.
- Disseminated copies of NSF's EEO policy statements to all new employees through the agency's New Employee Orientation (NEO) program, through its Program Management Seminar (PMS) for new Program Officers, and through EEO briefings to more than 300 employees representing various divisions and/or units within NSF.
- Issued copies of NSF's EEO policy statements to new supervisors at NSF through collaboration between ODI and NSF's Human Resources Management Division (HRM).
- Provided written materials regarding NSF's EEO programs to all employees and applicants in an informational poster prominently located on each floor within NSF's facilities. Additionally, ODI conducted an inventory of NSF facilities to ascertain the location of EEO posters to ensure they were prominently located throughout NSF's facilities and updated and revised all EEO posters throughout NSF facilities. Also, made available written materials through ODI's revised internal website.
- Revised and implemented a webpage and a brochure detailing NSF's compliance responsibilities under Title IX of the Education Amendments of 1972.
- Evaluated the commitment of managers and supervisors to agency EEO policies and principles by the following:

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<sup>7</sup>

The referenced measures that were met in FY 2011 were (1) whether managers were evaluated on their efforts to resolve problems/disagreements and other conflicts in their respective work environments as they arise and (2) whether managers ensured the provision of requested religious accommodations when such accommodations do not cause an undue hardship.

- Devising and implementing a new course entitled “NSF Becoming a Model EEO Agency: The Role of Managers and Supervisors”, a training module that was completed by 100% of NSF managers and was devised to ensure managers had a clear understanding of their role in assisting NSF attain model EEO status. Areas covered in the course include:
  - Alternative dispute resolution and conflict resolution, with a focus on agency processes in place, how these processes can assist in resolving conflicts/disputes in their respective work environments, and effective communications. Training also covered NSF’s intervention and facilitation processes, designed to create a forum to address and correct tension in the workplace;
  - EEO complaints process with a focus on the applicable laws and regulations, as well as the manager’s responsibilities during the informal, formal, and hearing processes, inclusive of cooperation with EEO officials during the EEO process;
  - Diversity, which focused on the manager’s role in ensuring the workplace is inclusive and free from all forms of discrimination, harassment, and retaliation, as well as consequences of unacceptable behavior;
  - Religious accommodation, which included a discussion on the process as well as undue hardship; and
  - Reasonable accommodation, which also covered the manager’s role in the process, confidentiality, and undue hardship.

Additionally, in FY 2011, NSF managers and supervisors actively supported the agency’s EEO program and objectives via participation in the following community out-reach and recruitment programs:

- Representation at 51 outreach events, with a focus on diversity, Hispanics, persons with disabilities, and veterans;
- Representation at 8 conferences with a focus on diversity, Hispanics, and veterans;
- Representation in a pilot program to increase recruitment and outreach activities to underrepresented groups within the scientific research and engineering workforce. The program is a collaboration between NSF’s Team to Invigorate Marketing (TIMO), under the auspices of HRM, and the Directorate for Engineering (ENG), which has a long-term goal of incorporating diversity into the mission statements within ENG.
- Representation at “NSF Days” sponsored by the Office of Legislative and Public Affairs (OLPA), in which NSF held workshops at 12 institutions attended by 2113 people from

210 institutions. These institutions included 54 minority-serving institutions, including 10 Historically Black Colleges and Universities (HBCUs) and 39 Hispanic-serving institutions.

- Representation at an one-day workshop for HBCU institutions that was hosted by NSF at Xavier University in New Orleans, LA, which identified and described funding opportunities and initiatives that cover the broad spectrum of NSF-funded research and attended by 225 minority faculty and administrators representing 75 institutions.
- Representation at the Society for the Advancement of Chicanos and Native Americans in Science annual conference.
- Representation on a broadening participation working group within NSF's Directorate for Mathematical and Physical Sciences designed to increase diversity at NSF.

### **Essential Element B: Integration of EEO into the Agency's Strategic Mission**

In FY 2011, NSF met all measures under **Essential Element B**, including one measure that had been identified as unmet the prior year.<sup>8</sup> Some highlights of NSF's accomplishments under this element include the following:

- NSF strategically integrated EEO into the agency's mission in which it became one of the first federal agencies to incorporate language into its Strategic Plan that specifically connects the goal of attaining model EEO status to EEOC-specific criteria. This goal was also incorporated within performance goals for implementation as part of the Government Performance and Results Act (GPRA), in which the ODI Director served as a Lieutenant, and the three measures identified were met.
- NSF ensured that the duties and responsibilities of the EEO staff were clearly defined in which ODI staff presented at every New Employee Orientation, at all Program Management Seminars, at Senior Leadership meetings, at NSF's Executive Leadership Retreats, before the Committee on Equal Opportunities in Science and Engineering, on civil rights and compliance issues at two Regional Conferences and one HBCU conference, at mandatory training for managers and supervisors, and provided EEO briefings to more than 300 employees.
- EEO officials participated in 8 EEO/diversity conferences and participated in training opportunities covering the following areas: EEO investigations; EEO counseling; gender stereotyping; disability/reasonable accommodation; EEO complaints process, including dismissal of EEO complaints, motions, hearings, and sanctions; and diversity.

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<sup>8</sup>

The referenced measure that was met in FY 2011 involved whether following submission of the MD-715 report, the EEO Director presented to the head of the agency, and other senior officials, the "State of the Agency" briefing covering all components of the EEO report.

- ODI Director participated in weekly senior meetings resulting in regular information being relayed to top management officials regarding the effectiveness, efficiency, and legal compliance of the EEO program.
- The ODI Director presented the first “State of the Agency” briefing to senior officials covering all components of the EEO report, inclusive of NSF’s progress in each of the six elements of the model EEO program. The briefing also highlighted barriers identified and steps taken to eliminate such barriers.
- NSF continued to commit sufficient human resources and budget allocations to its EEO program to ensure successful operation. In FY 2011, NSF successfully implemented 12 diversity initiatives in collaboration with 8 divisions and offices, which included 8 Special Emphasis Programs and/or events to assist in highlighting NSF’s diversity and inclusion, resulting in increased participation by all NSF workforce; three Diversity Dialogue Series, in which speakers discussed issues specifically related to diverse groups; and one Disability Webinar, with more than 200 internal and external participants, and an expo with more than 22 vendors.
- ODI processed, via NSF’s centralized fund, 357 reasonable accommodation actions, inclusive of supplies, equipment, and services necessary to provide disability accommodations. The purpose of the centralized fund is to ensure that all employees, panelists, visitors, and applicants with disabilities are provided reasonable accommodations.
- ODI implemented two processes, in collaboration with the Office of Budget, Finance, and Award Management (BFA), in which (1) panel members with disabilities are directly linked to ODI to request reasonable accommodations for their disabilities, and in which (2) special travel requests based on disabling conditions are processed and cleared through ODI prior to approval of requests via NSF’s travel system.
- ODI timely processed 10 new complaints and offered alternative dispute resolution to all complaints involved in the EEO complaints process, resulting in three settlement agreements.
- ODI provided significant input to the following diversity reports and/or initiatives: the Annual Federal Equal Opportunity Recruitment Program (FEORP) Plan and Hispanic Employment Report, the Agency Disabled Veterans Affirmative Action Program (DVAAP) Representation and Assessment and Action Plan, the Government-Wide Diversity and Inclusion Strategic Plan, and NSF’s plan for Recruiting, Hiring, and Retaining Persons with Disabilities, submitted in accordance with Executive Order 13548 (Increasing Federal Employment of Individuals with Disabilities).

- In collaboration with HRM, NSF increased efforts to collect applicant flow data during recruitment.<sup>9</sup>
- Made available written materials regarding NSF's EEO programs to all employees and applicants through NSF's revised internal website and updated literature located in the EEO office. Also conducted an inventory of NSF facilities to ascertain the location of EEO posters to ensure they were prominently located throughout NSF's facilities.
- Updated, revised, and disseminated all ODI posters throughout NSF facilities addressing the EEO process, harassment, and reasonable accommodations.
- Offered EEO briefings to every directorate and office regarding the EEO program and processes covering more than 300 employees.
- Provided EEO training to 100% of NSF managers and supervisors on discrimination, inclusive of harassment and retaliation; religious accommodations; disability accommodations in accordance with NSF's new guidelines; the EEO discrimination complaint process; and ADR/conflict resolution.

### **Essential Element C: Management and Program Accountability**

In FY 2011, NSF met all but two measures under **Essential Element C**. Both measure were identified as being unmet the prior year.<sup>10</sup> Additionally, in FY 2011, three new measures were identified as unmet.<sup>11</sup> Some highlights of NSF's accomplishments under this element include the following:

<sup>9</sup> While NSF has been using an internal form (NSF1232) for collecting applicant flow data during recruitment and had been collecting the data through an automated process since 1997, in FY 2011, NSF made efforts to improve its applicant flow data tracking process by upgrading to a new data collection system in February 2011.

Specifically, NSF updated its automated recruiting tool to include an automated response to the applicant flow data form with the application process. Historically, NSF has seen an insignificant percentage of responses to the form and has not been able to use the data in a meaningful way. This upgrade allows applicants to submit their responses with minimal effort, so NSF is beginning to see an increase in the number of responses submitted. This new system has not been online for a full year, so NSF does not have a full year of comparative data to evaluate at this time. However, NSF now has the ability to collect data and run reports more easily for use in analyzing recruitment trends to help develop more targeted outreach and recruitment efforts moving forward.

<sup>10</sup> The referenced measures were whether (1) the agency has a disciplinary policy and/or table of penalties that covers employees found to have committed discrimination and (2) have all employees, supervisors, and managers been informed as to the penalties for being found to perpetrate discriminatory behavior or for taking personnel actions based upon a prohibited basis. Plans are underway to meet these measures in FY 2012.

The referenced measures are as follow: whether time-tables or schedules have been established for the agency to review its Merit Promotion Program Policy and Procedures for systemic barriers that may be impeding full participation in promotion opportunities by all groups; whether time-tables or schedules been established for the agency to review its Employee Recognition Awards Program and Procedures for systemic barriers that may be impeding full participation in the program by all groups; and whether time-tables or schedules been established for the agency to review its Employee Development/Training Programs for systemic barriers that may be impeding full participation in training opportunities by all groups.

- Devised and implemented a quarterly newsletter entitled *The Manager's Forum*, which provides updates to NSF's managers and supervisors on EEO and related topics. Additionally, updates were disseminated via bulletins, during EEO and diversity training attended by more than 100% of managers and supervisors, through weekly senior meetings, during presentations at NEO and Program Management Seminars, during EEO briefings to staff, and through NSF's *Weekly Wire*.
- EEO officials provided input and assisted in the coordination, development, and implementation of the following EEO and related plans, which included collaboration with HRM, agency counsel, and other applicable officials:
  - ***The Annual Federal Equal Opportunity Recruitment Program (FEORP) Plan and the Hispanic Employment Report***, which involves targeted recruitment efforts based on a determination of underrepresentation of minorities and/or women in the various occupational categories, both nationally and in specific geographic locations.
  - ***The Disabled Veterans Affirmative Action Program (DVAAP) Representation and Assessment and Action Plan***, which focuses on methods used to recruit and employ disabled veterans, especially those who are 30 percent or more disabled.
  - NSF's plan for ***Increasing Federal Employment of Individuals with Disabilities***, which focuses on ways to include into the workforce more individuals with disabilities, including those with targeted disabilities, as required via Executive Order 13548.
  - ***The Government-Wide Diversity and Inclusion Strategic Plan***, which requires all federal agencies to develop and implement a more comprehensive, integrated, and strategic focus on diversity and inclusion as a key component of their human capital strategies, per a new executive order issued by the President in August 2011.
  - NSF's **Limited English Proficiency (LEP) Plan**, which requires federal agencies that provide financial assistance to develop guidance to its recipients on the obligation to provide meaningful access to limited English proficient person.
- An EEO official continued to serve on the Human Resources Policies Working Group, which evaluated human resources functions, inclusive of NSF policies and procedures as related to human capital, recommendations and timelines for addressing issues raised.

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In FY 2010, these areas were addressed via the Human Resources Policies Working Group, in which a member of ODI served as a member. The group made a number of recommendations that address these areas, which will implemented this fiscal year.

- NSF timely responded to compliance issues related to the EEOC and other applicable orders.
- NSF conducted a review of accommodation actions and processes, resulting in the implementation of new reasonable accommodation guidelines.

### **Essential Element D: Proactive Prevention of Unlawful Discrimination**

In FY 2011, NSF met all measures under **Essential Element D**, thus meeting two measures that had been identified as unmet the prior year.<sup>12</sup> Some highlights of NSF's accomplishments under this element include the following:

- ODI devised and implemented a process to assist senior managers in identifying and implementing action plans to eliminate identified barriers.
- NSF has become one of the first federal agencies to strategically integrate EEO into the agency's mission via EEOC-based criteria.
- ODI conducted quarterly and annual trend analyses of the NSF workforce as related to race, national origin, sex, and disability in which the groups were evaluated via workforce profiles, major occupations, grade level distribution, compensation and reward system, and management/personnel policies and procedures. Such information was disseminated to senior managers via NSF's first "State of the Agency Briefing" as well as individually by directorate and/or office.
- NSF encouraged the use of ADR to all employees via its Alternative Dispute Resolution Program, inclusive of supervisors and managers.
- NSF began the process of updating its global ADR policy.
- ADR was offered in every EEO complaint, resulting in three settlement agreements.

### **Essential Element E: Efficiency**

In FY 2011, NSF met all but two measures<sup>13</sup> under **Essential Element E**, a decline from FY 2010. In regard to the two measures that were unmet, NSF has begun putting in place a process to

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<sup>12</sup> The two referenced measures that were met in FY 2011 were whether (1) senior managers meet with and assist the EEO Director and/or other EEO Program Officials in the identification of barriers that may be impeding the realization of equal employment opportunity and (2) when barriers are identified, do senior managers develop and implement, with the assistance of the agency EEO office, agency EEO Action Plans to eliminate said barriers. NSF will continue to build upon the processes put in place to meet these measures.

<sup>13</sup> The two measures involve ensuring all counseling activity and investigations are done within the applicable timeframes.

ensure they are met in FY 2012. Some highlights of NSF's accomplishments under this element include the following:

- Three ODI staff members received and maintained training in data collection via the FPPS, inclusive of data required by the MD-715. Additionally, an ODI staff member obtained training on a new system implemented by the EEOC which requires all federal agencies to submit its 2011 MD-715 report electronically.
- NSF has devised and implemented a Standard of Operations Procedures Manual to ensure adequate data collection and analysis systems that permit tracking of information required by the MD-715. The process also includes management controls to monitor and ensure that data received from Human Resources is accurate, timely received, and contains all the required data elements for submitting annual reports to the EEOC.
- NSF continues to maintain an effective system for adequate data collection and analysis as required by the MD-715.
- ODI has a designated Disability Program Manager who processes requests for disability accommodations throughout NSF in which new guidelines were drafted and implemented this fiscal year. In FY 2011, 357 reasonable accommodation actions were processed by ODI.
- All reasonable accommodations actions (357) were processed within the applicable time frames.<sup>14</sup>
- NSF continued to track and monitor all EEO complaint activity throughout the complaints process via iComplaints. The system allows NSF to identify issues and bases of complaints, identify the person who filed the complaint, named managers, and other relevant information to allow NSF to analyze complaint activity and trends.
- All contractors were held accountable for any delays in counseling and/or investigation processing times via bi-weekly status reports and contract oversight.
- All contract firms provided documentation to illustrate that all new counselors and investigators received the 32 hours of training and that experienced counselors and investigators per the MD-110.
- ODI timely forwarded investigative files to the EEOC immediately upon request for receipt, which were done electronically as part of an EEOC pilot program in which NSF is a part of and timely complied with all EEOC AJ decisions that were not the subject of an appeal by NSF. Additionally, matters addressed as part of the EEO complaints process were processed and reviewed for legal sufficiency in a neutral manner.

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<sup>14</sup>

Does not include delays in which ODI has requested and is awaiting documentation from the requestor.



- NSF has in place an established ADR program, in which ADR is offered to every person who filed a complaint during the pre and formal complaint stages of the EEO process. Moreover, ODI began the process of revising and updating NSF's global ADR policy for implementation in FY 2012. Additionally, in FY 2011, two ADR courses were provided to all NSF employees and all marketing materials were updated to include information on the availability of ADR to resolve EEO disputes/complaints.
- NSF timely completed its obligations for settlements reached in three EEO complaints,
- One hundred (100%) percent of NSF managers and supervisors received ADR training as part of NSF's mandatory EEO training for managers and supervisors. The training focused on the federal government's interest in encouraging mutual resolution of disputes and benefits associated with using ADR as well as the manager's role during this process.
- All managers are required to participate in ADR when the agency has offered and the complainant elected to participate in ADR. Participating managers are required to have the applicable settlement authority.
- NSF continues to identify and monitor trends in complaint processing to ensure the agency is meeting its obligations under applicable laws.
- Through attendance at various EEO conferences and meetings, NSF's EEO Director consulted with agencies of similar size on the effectiveness of the EEO program and identified and shared best practices. In FY 2011, the ODI Director attended meetings sponsored by the EEOC, the Federal EEO and Civil Rights Executives, and attended the EEOC's Executive Leadership Conference.

### **Essential Element F: Responsiveness and Legal Compliance**

In FY 2011, NSF continued to meet all measures under **Essential Element F**. Some highlights of NSF's accomplishments under this element include the following:

- NSF continued to have in place a system of management control via ODI and the Office of General Counsel (OGC) to ensure timely compliance with all orders and directives issued by EEOC Administrative Judges.
- NSF continued to maintain control over the payroll processing function to guarantee responsive and timely processing of any monetary relief and to process any other form of ordered relief, if applicable.
- The responsibility of complying with EEOC orders is encompassed in the performance standards of the following agency employee:

- Claudia J. Postell, Director, Office of Diversity and Inclusion
- ODI continues to be the unit charged primarily with the responsibility for compliance with EEOC orders. As such, ODI staff members have completed an on-line module on “Motions, Hearing and Sanctions”.
- NSF promptly provides to the EEOC all documentation for completing compliance.

EEOC FORM  
715-01  
PART F

U.S. Equal Employment Opportunity Commission  
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

**CERTIFICATION of ESTABLISHMENT of CONTINUING  
EQUAL EMPLOYMENT OPPORTUNITY PROGRAMS**

I, Claudia J. Postell am the

(Insert name above) (Director, ODI)

Principal EEO Director/Official for National Science Foundation

(Insert Agency/Component Name above)


The agency has conducted an annual self-assessment of Section 717 and Section 501 programs against the essential elements as prescribed by EEO MD-715. If an essential element was not fully compliant with the standards of EEO MD-715, a further evaluation was conducted and, as appropriate, EEO Plans for Attaining the Essential Elements of a Model EEO Program, are included with this Federal Agency Annual EEO Program Status Report.

The agency has also analyzed its work force profiles and conducted barrier analyses aimed at detecting whether any management or personnel policy, procedure or practice is operating to disadvantage any group based on race, national origin, gender or disability. EEO Plans to Eliminate Identified Barriers, as appropriate, are included with this Federal Agency Annual EEO Program Status Report.

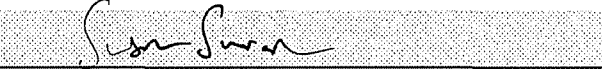
I certify that proper documentation of this assessment is in place and is being maintained for EEOC review upon request.



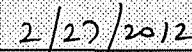
Signature of Principal EEO Director/Official  
Certifies that this Federal Agency Annual EEO Program Status Report is in compliance with EEO MD-715.



Date





Signature of Agency Head or Agency Head Designee







Date

EEOC FORM  
715-01  
PART G



*U.S. Equal Employment Opportunity Commission*  
**FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT**  
AGENCY SELF-ASSESSMENT CHECKLIST MEASURING ESSENTIAL ELEMENTS


<b>Essential Element A: DEMONSTRATED COMMITMENT FROM AGENCY LEADERSHIP</b> <b>Requires the agency head to issue written policy statements ensuring a workplace free of discriminatory harassment and a commitment to equal employment opportunity.</b>				
 <b>Compliance Indicator</b>	<b>EEO policy statements are up-to-date.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
 <b>Measures</b>		<b>Yes</b>	<b>No</b>	
The EEO policy statement for FY 2011 was issued on March 3, 2011, within 6 months of the new Agency Head's installment.  Was the EEO policy Statement issued within 6 - 9 months of the installation of the Agency Head? If no, provide an explanation.		<input checked="" type="checkbox"/>		
During the current Agency Head's tenure, has the EEO policy Statement been re-issued annually? If no, provide an explanation.		<input checked="" type="checkbox"/>		
Are new employees provided a copy of the EEO policy statement during orientation?		<input checked="" type="checkbox"/>		
When an employee is promoted into the supervisory ranks, is s/he provided a copy of the EEO policy statement?		<input checked="" type="checkbox"/>		

 <b>Compliance Indicator</b>	<b>EEO policy statements have been communicated to all employees.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
 <b>Measures</b>		<b>Yes</b>	<b>No</b>	
Have the heads of subordinate reporting components communicated support of all agency EEO policies through the ranks?		N/A		
Has the agency made written materials available to all employees and applicants, informing them of the variety of EEO programs and administrative and judicial remedial procedures available to them?		X		
Has the agency prominently posted such written materials in all personnel offices, EEO offices, and on the agency's internal website? <b>[see 29 CFR §1614.102(b)(5)]</b>		X		
 <b>Compliance Indicator</b>	<b>Agency EEO policy is vigorously enforced by agency management.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
 <b>Measures</b>		<b>Yes</b>	<b>No</b>	
Are managers and supervisors evaluated on their commitment to agency EEO policies and principles, including their efforts to:		X		
resolve problems/disagreements and other conflicts in their respective work environments as they arise?		X		



address concerns, whether perceived or real, raised by employees and following-up with appropriate action to correct or eliminate tension in the workplace?	X		
support the agency's EEO program through allocation of mission personnel to participate in community out-reach and recruitment programs with private employers, public schools and universities?	X		
ensure full cooperation of employees under his/her supervision with EEO office officials such as EEO Counselors, EEO Investigators, etc.?	X		
ensure a workplace that is free from all forms of discrimination, harassment and retaliation?	X		
ensure that subordinate supervisors have effective managerial, communication and interpersonal skills in order to supervise most effectively in a workplace with diverse employees and avoid disputes arising from ineffective communications ?	X		
ensure the provision of requested religious accommodations when such accommodations do not cause an undue hardship?	X		
ensure the provision of requested disability accommodations to qualified individuals with disabilities when such accommodations do not cause an undue hardship?	X		
Have all employees been informed about what behaviors are inappropriate in the workplace and that this behavior may result in disciplinary actions?	X		
Describe what means were utilized by the agency to so inform its workforce about the penalties for unacceptable behavior.			
Have the procedures for reasonable accommodation for individuals with disabilities been made readily available/accessible to all employees by disseminating such procedures during orientation of new employees and by making such procedures available on the World Wide Web or Internet?	X		
Have managers and supervisor been trained on their responsibilities under the procedures for reasonable accommodation?	X		



**Essential Element B: INTEGRATION OF EEO INTO THE AGENCY'S STRATEGIC MISSION**  
**Requires that the agency's EEO programs be organized and structured to maintain a workplace that is free from discrimination in any of the agency's policies, procedures or practices and supports the agency's strategic mission.**

 <b>Compliance Indicator</b>		<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
 <b>Measures</b>	<b>The reporting structure for the EEO Program provides the Principal EEO Official with appropriate authority and resources to effectively carry out a successful EEO Program.</b>	Yes	No	
Is the EEO Director under the direct supervision of the agency head? <b>[see 29 CFR §1614.102(b)(4)]</b> For subordinate level reporting components, is the EEO Director/Officer under the immediate supervision of the lower level component's head official? (For example, does the Regional EEO Officer report to the Regional Administrator?)			X	
Are the duties and responsibilities of EEO officials clearly defined?		X		
Do the EEO officials have the knowledge, skills, and abilities to carry out the duties and responsibilities of their positions?		X		
If the agency has 2 <sup>nd</sup> level reporting components, are there organizational charts that clearly define the reporting structure for EEO programs?		N/A		
If the agency has 2 <sup>nd</sup> level reporting components, does the agency-wide EEO Director have authority for the EEO programs within the subordinate reporting components?		N/A		
If not, please describe how EEO program authority is delegated to subordinate reporting components.				

 <b>Compliance Indicator</b>	<b>The EEO Director and other EEO professional staff responsible for EEO programs have regular and effective means of informing the agency head and senior management officials of the status of EEO programs and are involved in, and consulted on, management/personnel actions.</b>	<b>Measure has been met</b>	<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>	
Does the EEO Director/Officer have a regular and effective means of informing the agency head and other top management officials of the effectiveness, efficiency and legal compliance of the agency's EEO program?		X		
Following the submission of the immediately preceding FORM 715-01, did the EEO Director/Officer present to the head of the agency and other senior officials the "State of the Agency" briefing covering all components of the EEO report, including an assessment of the performance of the agency in each of the six elements of the Model EEO Program and a report on the progress of the agency in completing its barrier analysis including any barriers it identified and/or eliminated or reduced the impact of?		X		
Are EEO program officials present during agency deliberations prior to decisions regarding recruitment strategies, vacancy projections, succession planning, selections for training/career development opportunities, and other workforce changes?		X		
Does the agency consider whether any group of employees or applicants might be negatively impacted prior to making human resource decisions such as re-organizations and re-alignments?		X		
Are management/personnel policies, procedures and practices examined at regular intervals to assess whether there are hidden impediments to the realization of equality of opportunity for any group(s) of employees or applicants? <b>[see 29 C.F.R. § 1614.102(b)(3)]</b>		X		







Is the EEO Director included in the agency's strategic planning, especially the agency's human capital plan, regarding succession planning, training, etc., to ensure that EEO concerns are integrated into the agency's strategic mission?		X			
 <b>Compliance Indicator</b>	<b>The agency has committed sufficient human resources and budget allocations to its EEO programs to ensure successful operation.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>	
 <b>Measures</b>		<b>Yes</b>	<b>No</b>		
Does the EEO Director have the authority and funding to ensure implementation of agency EEO action plans to improve EEO program efficiency and/or eliminate identified barriers to the realization of equality of opportunity?		X			
Are sufficient personnel resources allocated to the EEO Program to ensure that agency self-assessments and self-analyses prescribed by EEO MD-715 are conducted annually and to maintain an effective complaint processing system?		X			
Are statutory/regulatory EEO related Special Emphasis Programs sufficiently staffed?		X			
Federal Women's Program - 5 U.S.C. 7201; 38 U.S.C. 4214; Title 5 CFR, Subpart B, 720.204		X			
Hispanic Employment Program - Title 5 CFR, Subpart B, 720.204		X			
People With Disabilities Program Manager; Selective Placement Program for Individuals With Disabilities - Section 501 of the Rehabilitation Act; Title 5 U.S.C. Subpart B, Chapter 31, Subchapter I-3102; 5 CFR 213.3102(t) and (u); 5 CFR 315.709		X			
Are other agency special emphasis programs monitored by the EEO Office for coordination and compliance with EEO guidelines and principles, such as FEORP - 5 CFR 720; Veterans Employment Programs; and Black/African American; American Indian/Alaska Native, Asian		X			



American/Pacific Islander programs?				
 <b>Compliance Indicator</b>	<b>The agency has committed sufficient budget to support the success of its EEO Programs.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
 <b>Measures</b>		<b>Yes</b>	<b>No</b>	
Are there sufficient resources to enable the agency to conduct a thorough barrier analysis of its workforce, including the provision of adequate data collection and tracking systems		<b>X</b>		
Is there sufficient budget allocated to all employees to utilize, when desired, all EEO programs, including the complaint processing program and ADR, and to make a request for reasonable accommodation? (Including subordinate level reporting components?)		<b>X</b>		
Has funding been secured for publication and distribution of EEO materials (e.g. harassment policies, EEO posters, reasonable accommodations procedures, etc.)?		<b>X</b>		
Is there a central fund or other mechanism for funding supplies, equipment and services necessary to provide disability accommodations?		<b>X</b>		
Does the agency fund major renovation projects to ensure timely compliance with Uniform Federal Accessibility Standards?		<b>X</b>		
Is the EEO Program allocated sufficient resources to train all employees on EEO Programs, including administrative and judicial remedial procedures available to employees?		<b>X</b>		
Is there sufficient funding to ensure the prominent posting of written materials in all personnel and EEO offices? <b>[see 29 C.F.R. § 1614.102(b)(5)]</b>		<b>X</b>		
Is there sufficient funding to ensure that all employees have access to this training and information?		<b>X</b>		

Is there sufficient funding to provide all managers and supervisors with training and periodic up-dates on their EEO responsibilities:	X		
for ensuring a workplace that is free from all forms of discrimination, including harassment and retaliation?	X		
to provide religious accommodations?	X		
to provide disability accommodations in accordance with the agency's written procedures?	X		
in the EEO discrimination complaint process?	X		
to participate in ADR?	X		

**Essential Element C: MANAGEMENT AND PROGRAM ACCOUNTABILITY**  
**This element requires the Agency Head to hold all managers, supervisors, and EEO Officials responsible for the effective implementation of the agency's EEO Program and Plan.**



 <b>Compliance Indicator</b>	<b>EEO program officials advise and provide appropriate assistance to managers/supervisors about the status of EEO programs within each manager's or supervisor's area or responsibility.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
 <b>Measure</b>		<b>Yes</b>	<b>No</b>	



Are regular (monthly/quarterly/semi-annually) EEO updates provided to management/supervisory officials by EEO program officials?		X		
Do EEO program officials coordinate the development and implementation of EEO Plans with all appropriate agency managers to include Agency Counsel, Human Resource Officials, Finance, and the Chief information Officer?		X		
 <b>Compliance Indicator</b>	<b>The Human Resources Director and the EEO Director meet regularly to assess whether personnel programs, policies, and procedures are in conformity with instructions contained in EEOC management directives. [see 29 CFR § 1614.102(b)(3)]</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H</b>
 <b>Measures</b>		<b>Yes</b>	<b>No</b>	

Have time-tables or schedules been established for the agency to review its Merit Promotion Program Policy and Procedures for systemic barriers that may be impeding full participation in promotion opportunities by all groups?			X	NSF will implement a process in FY 2012. (See Part H)
Have time-tables or schedules been established for the agency to review its Employee Recognition Awards Program and Procedures for systemic barriers that may be impeding full participation in the program by all groups?			X	NSF will implement a process in FY 2012. (See Part H)
Have time-tables or schedules been established for the agency to review its Employee Development/Training Programs for systemic barriers that may be impeding full participation in training opportunities by all groups?			X	NSF will implement a process in FY 2012. (See Part H)
 <b>Compliance Indicator</b>	<b>When findings of discrimination are made, the agency explores whether or not disciplinary actions should be taken.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
 <b>Measures</b>		<b>Yes</b>	<b>No</b>	
Does the agency have a disciplinary policy and/or a table of penalties that covers employees found to have committed discrimination?			X	NSF will devise standards in FY 2012. (See Part H)
Have all employees, supervisors, and managers been informed as to the penalties for being found to perpetrate discriminatory behavior or for taking personnel actions based upon a prohibited basis?			X	NSF will devise standards in FY 2012. (See Part H)
Has the agency, when appropriate, disciplined or sanctioned managers/supervisors or employees found to have discriminated over the past two years?		N/A		



If so, cite number found to have discriminated and list penalty /disciplinary action for each type of violation.			
Does the agency promptly (within the established time frame) comply with EEOC, Merit Systems Protection Board, Federal Labor Relations Authority, labor arbitrators, and District Court orders?	X		
Does the agency review disability accommodation decisions/actions to ensure compliance with its written procedures and analyze the information tracked for trends, problems, etc.?	X		

**Essential Element D: PROACTIVE PREVENTION**  
**Requires that the agency head makes early efforts to prevent discriminatory actions and eliminate barriers to equal employment opportunity in the workplace.**



 <b>Compliance Indicator</b>		<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
		<b>Yes</b>	<b>No</b>	
 <b>Measure s</b>	<b>Analyses to identify and remove unnecessary barriers to employment are conducted throughout the year.</b>			
	Do senior managers meet with and assist the EEO Director and/or other EEO Program Officials in the identification of barriers that may be impeding the realization of equal employment opportunity?	X		
	When barriers are identified, do senior managers develop and implement, with the assistance of the agency EEO office, agency EEO Action Plans to eliminate said barriers?	X		
	Do senior managers successfully implement EEO Action Plans and incorporate the EEO Action Plan Objectives into agency strategic plans?	X		
	Are trend analyses of workforce profiles conducted by race, national origin, sex and disability?	X		
	Are trend analyses of the workforce's major occupations conducted by race, national origin, sex and disability?	X		
	Are trends analyses of the workforce's grade level distribution conducted by race, national origin, sex and disability?	X		
	Are trend analyses of the workforce's compensation and reward system conducted by race, national origin, sex and	X		


disability?				
Are trend analyses of the effects of management/personnel policies, procedures and practices conducted by race, national origin, sex and disability?		X		
 <b>Compliance Indicator</b>	<b>The use of Alternative Dispute Resolution (ADR) is encouraged by senior management.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
 <b>Measure s</b>		<b>Yes</b>	<b>No</b>	
Are all employees encouraged to use ADR?		X		
Is the participation of supervisors and managers in the ADR process required?		X		

**Essential Element E: EFFICIENCY**  
**Requires that the agency head ensure that there are effective systems in place for evaluating the impact and effectiveness of the agency's EEO Programs as well as an efficient and fair dispute resolution process.**





 <b>Compliance Indicator</b>	<b>The agency has sufficient staffing, funding, and authority to achieve the elimination of identified barriers.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
 <b>Measure s</b>		<b>Yes</b>	<b>No</b>	





Does the EEO Office employ personnel with adequate training and experience to conduct the analyses required by MD-715 and these instructions?	X		
Has the agency implemented an adequate data collection and analysis systems that permit tracking of the information required by MD-715 and these instructions?	X		
Have sufficient resources been provided to conduct effective audits of field facilities' efforts to achieve a model EEO program and eliminate discrimination under Title VII and the	N/A		

Rehabilitation Act?				
Is there a designated agency official or other mechanism in place to coordinate or assist with processing requests for disability accommodations in all major components of the agency?		X		
Are 90% of accommodation requests processed within the time frame set forth in the agency procedures for reasonable accommodation?		X		
 <b>Compliance Indicator</b>	<b>The agency has an effective complaint tracking and monitoring system in place to increase the effectiveness of the agency's EEO Programs.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
 <b>Measure s</b>		<b>Yes</b>	<b>No</b>	
Does the agency use a complaint tracking and monitoring system that allows identification of the location, and status of complaints and length of time elapsed at each stage of the agency's complaint resolution process?		X		
Does the agency's tracking system identify the issues and bases of the complaints, the aggrieved individuals/complainants, the involved management officials and other information to analyze complaint activity and trends?		X		
Does the agency hold contractors accountable for delay in counseling and investigation processing times?		X		
If yes, briefly describe how: Time requirements are specified in the contract. Contract oversight ensures timely processing.				
Does the agency monitor and ensure that new investigators, counselors, including contract and collateral duty investigators, receive the 32 hours of training required in accordance with EEO Management Directive MD-110?		X		
Does the agency monitor and ensure that experienced counselors, investigators, including contract and collateral duty investigators, receive the 8 hours of refresher training required on an annual basis in accordance with EEO Management Directive MD-110?		X		

 <b>Compliance Indicator</b>	<b>The agency has sufficient staffing, funding and authority to comply with the time frames in accordance with the EEOC (29 C.F.R. Part 1614) regulations for processing EEO complaints of employment discrimination.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
		<b>Yes</b>	<b>No</b>	
Are benchmarks in place that compare the agency's discrimination complaint processes with 29 C.F.R. Part 1614?		<b>X</b>		
Does the agency provide timely EEO counseling within 30 days of the initial request or within an agreed upon extension in writing, up to 60 days?			<b>X</b>	NSF has already begun placing a process in place to ensure timely counseling of EEO complaints.
Does the agency provide an aggrieved person with written notification of his/her rights and responsibilities in the EEO process in a timely fashion?		<b>X</b>		
Does the agency complete the investigations within the applicable prescribed time frame?			<b>X</b>	NSF has already begun placing a process in place to ensure timely investigation of EEO complaints.
When a complainant requests a final agency decision, does the agency issue the decision within 60 days of the request?		<b>X</b>		
When a complainant requests a hearing, does the agency immediately upon receipt of the request from the EEOC AJ forward the investigative file to the EEOC Hearing Office?		<b>X</b>		
When a settlement agreement is entered into, does the agency timely complete any obligations provided for in such agreements?		<b>X</b>		
Does the agency ensure timely compliance with EEOC AJ decisions which are not the subject of an appeal by the agency?		<b>X</b>		



 <b>Compliance Indicator</b>	<b>There is an efficient and fair dispute resolution process and effective systems for evaluating the impact and effectiveness of the agency's EEO complaint processing program.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
 <b>Measures</b>		<b>Yes</b>	<b>No</b>	
In accordance with 29 C.F.R. §1614.102(b), has the agency established an ADR Program during the pre-complaint and formal complaint stages of the EEO process?		<b>X</b>		
Does the agency require all managers and supervisors to receive ADR training in accordance with EEOC (29 C.F.R. Part 1614) regulations, with emphasis on the federal government's interest in encouraging mutual resolution of disputes and the benefits associated with utilizing ADR?		<b>X</b>		
After the agency has offered ADR and the complainant has elected to participate in ADR, are the managers required to participate?		<b>X</b>		
Does the responsible management official directly involved in the dispute have settlement authority?		<b>X</b>		
 <b>Compliance Indicator</b>	<b>The agency has effective systems in place for maintaining and evaluating the impact and effectiveness of its EEO programs.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
 <b>Measures</b>		<b>Yes</b>	<b>No</b>	
Does the agency have a system of management controls in place to ensure the timely, accurate, complete and consistent reporting of EEO complaint data to the EEOC?		<b>X</b>		
Does the agency provide reasonable resources for the EEO complaint process to ensure efficient and successful operation in accordance with 29 C.F.R. § 1614.102(a)(1)?		<b>X</b>		
Does the agency EEO office have management controls in place to monitor and ensure that the data received from Human Resources is accurate, timely received, and contains all the required data elements for submitting annual reports to the EEOC?		<b>X</b>		

Do the agency's EEO programs address all of the laws enforced by the EEOC?		X		
Does the agency identify and monitor significant trends in complaint processing to determine whether the agency is meeting its obligations under Title VII and the Rehabilitation Act?		X		
Does the agency consult with other agencies of similar size on the effectiveness of their EEO programs to identify best practices and share ideas?		X		
 <b>Compliance Indicator</b>	<b>The agency ensures that the investigation and adjudication function of its complaint resolution process are separate from its legal defense arm of agency or other offices with conflicting or competing interests.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
 <b>Measures</b>		Yes	No	
Are legal sufficiency reviews of EEO matters handled by a functional unit that is separate and apart from the unit which handles agency representation in EEO complaints?		X		
Does the agency discrimination complaint process ensure a neutral adjudication function?		X		
If applicable, are processing time frames incorporated for the legal counsel's sufficiency review for timely processing of complaints?		X		
<p align="center"><b>Essential Element F: RESPONSIVENESS AND LEGAL COMPLIANCE</b></p> <p align="center"><b>This element requires that federal agencies are in full compliance with EEO statutes and EEOC regulations, policy guidance, and other written instructions.</b></p>				
 <b>Compliance Indicator</b>	<b>Agency personnel are accountable for timely compliance with orders issued by EEOC Administrative Judges.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-</b>
 <b>Measures</b>		Yes	No	

				<b>01 PART H to the agency's status report</b>
	Does the agency have a system of management control to ensure that agency officials timely comply with any orders or directives issued by EEOC Administrative Judges?	<b>X</b>		
<b>Compliance Indicator</b>	<b>The agency's system of management controls ensures that the agency timely completes all ordered corrective action and submits its compliance report to EEOC within 30 days of such completion.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
<b>Measures</b>		<b>Yes</b>	<b>No</b>	
Does the agency have control over the payroll processing function of the agency? If Yes, answer the two questions below.		<b>X</b>		
Are there steps in place to guarantee responsive, timely, and predictable processing of ordered monetary relief?		<b>X</b>		
Are procedures in place to promptly process other forms of ordered relief?		<b>X</b>		
<b>Compliance Indicator</b>	<b>Agency personnel are accountable for the timely completion of actions required to comply with orders of EEOC.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the</b>
<b>Measures</b>		<b>Yes</b>	<b>No</b>	

				<b>agency's status report</b>
Is compliance with EEOC orders encompassed in the performance standards of any agency employees?		<b>X</b>		
If so, please identify the employees by title in the comments section, and state how performance is measured.		Title: NSF Complaints Manager. Process: Review of annual reports that track timelines and review of complaints.		
Is the unit charged with the responsibility for compliance with EEOC orders located in the EEO office?		<b>X</b>		
If not, please identify the unit in which it is located, the number of employees in the unit, and their grade levels in the comments section.				
Have the involved employees received any formal training in EEO compliance?		<b>X</b>		
Does the agency promptly provide to the EEOC the following documentation for completing compliance:		<b>X</b>		
Attorney Fees: Copy of check issued for attorney fees and /or a narrative statement by an appropriate agency official, or agency payment order dating the dollar amount of attorney fees paid?		<b>X</b>		
Awards: A narrative statement by an appropriate agency official stating the dollar amount and the criteria used to calculate the award?		<b>X</b>		
Back Pay and Interest: Computer print-outs or payroll documents outlining gross back pay and interest, copy of any checks issued, narrative statement by an appropriate agency official of total monies paid?		<b>X</b>		
Compensatory Damages: The final agency decision and evidence of payment, if made?		<b>X</b>		
Training: Attendance roster at training session(s) or a narrative statement by an appropriate agency official confirming that specific persons or groups of persons attended training on a date certain?		<b>X</b>		
Personnel Actions (e.g., Reinstatement, Promotion, Hiring, Reassignment): Copies of SF-50s		<b>X</b>		
Posting of Notice of Violation: Original signed and dated notice reflecting the dates that the notice was posted. A copy of the notice will suffice if the original is not available.		<b>X</b>		

Supplemental Investigation: 1. Copy of letter to complainant acknowledging receipt from EEOC of remanded case. 2. Copy of letter to complainant transmitting the Report of Investigation (not the ROI itself unless specified). 3. Copy of request for a hearing (complainant's request or agency's transmittal letter).	<b>X</b>		
Final Agency Decision (FAD): FAD or copy of the complainant's request for a hearing.	<b>X</b>		
Restoration of Leave: Print-out or statement identifying the amount of leave restored, if applicable. If not, an explanation or statement.	<b>X</b>		
Civil Actions: A complete copy of the civil action complaint demonstrating same issues raised as in compliance matter.	<b>X</b>		
Settlement Agreements: Signed and dated agreement with specific dollar amounts, if applicable. Also, appropriate documentation of relief is provided.	<b>X</b>		

EEOC FORM  
715-01  
Part H  
*U.S. Employment Opportunity Commission*  
**FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT**  
EEO Plan To Attain the Essential Elements of a Model EEO Program

National Science Foundation		FY <u>2011</u>
STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT:	<b>Element C – Management and Program Accountability:</b> Requires the agency head to hold all managers, supervisors, and EEO officials responsible for the effective implementation of the agency’s EEO Program and Plan.	
OBJECTIVE:	Implement a process of review for the referenced measures.	
RESPONSIBLE OFFICIAL:	Agency Head; Director, Office of Diversity and Inclusion; Director, Office of Information and Resource Management; Deputy Director, Division of Human Resource Management; and Labor Relations Officer.	
DATE OBJECTIVE INITIATED:	11/2011	
TARGET DATE FOR COMPLETION OF OBJECTIVE:	4 <sup>th</sup> Quarter FY 2012	

PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE: AS RESOURCES ALLOW,	TARGET DATE (Must be specific)
1. Meet with applicable parties to discuss ways to meet the referenced measures.	2 <sup>nd</sup> Quarter FY 2012
2. Establish a process for current review of areas in referenced measures.	2nd Quarter FY 2012
3. Establish time frames for such reviews.	3 <sup>rd</sup> Quarter FY 2012
4. Conduct reviews of referenced areas.	4th Quarter FY 2012
REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE	
1. In 2 <sup>nd</sup> quarter, FY 2012, ODI began discussion with the applicable parties ways to implement these measures this fiscal year.	

National Science Foundation		FY 2011
STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT:	<b>Element C – Management and Program Accountability:</b> Requires the agency head to hold all managers, supervisors, and EEO officials responsible for the effective implementation of the agency's EEO Program and Plan.	
OBJECTIVE:	Devise and implement a policy that addresses employees found to have committed discrimination and implement an effective dissemination process to inform employees of the policy.	
RESPONSIBLE OFFICIAL:	Agency Head; Director, Office of Diversity and Inclusion; Director, Office of Information and Resource Management; Deputy Director, Division of Human Resource Management; Office of General Counsel; and Labor Relations Officer.	
DATE OBJECTIVE INITIATED:	11/2011	
TARGET DATE FOR COMPLETION OF OBJECTIVE:	4 <sup>th</sup> Quarter FY 2012	

PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE: AS RESOURCES ALLOW,	TARGET DATE (Must be specific)
1. Meet with applicable parties to discuss effective ways of implementing the measures.	2nd Quarter FY 2012
2. Draft standards, in concert with the applicable parties, to meet the referenced measures.	3 <sup>rd</sup> Quarter FY 2012
3. Draft a policy statement for dissemination to employees annually.	4 <sup>th</sup> Quarter FY 2012
REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE	
1. In 2 <sup>nd</sup> quarter, FY 2012, ODI began discussion with the applicable offices on the best approaches to meet this measure.	

National Science Foundation		FY <u>2011</u>
STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT:	<b>Element F – Efficiency:</b> Requires that the agency head ensure that there are effective systems in place for evaluating the impact and effectiveness of the agency’s EEO Programs as well as an efficient and fair dispute resolution process.	
OBJECTIVE:	Ensure that all EEO complaints are timely counseled and investigated within prescribed time frames.	
RESPONSIBLE OFFICIAL:	Agency Head and Director, Office of Diversity and Inclusion (ODI)	
DATE OBJECTIVE INITIATED:	11/2011	
TARGET DATE FOR COMPLETION OF OBJECTIVE:	2nd Quarter FY 2012	

PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE: AS RESOURCES ALLOW,	TARGET DATE (Must be specific)
1. Implement measures to ensure that all prescribed time frames are adhered to as related EEO counseling and investigations.	2 <sup>nd</sup> Quarter FY 2012
2. Ensure measures implemented include checks and balances to ensure compliance.	3 <sup>rd</sup> and 4 <sup>th</sup> Quarters FY 2012
REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE	
<p>1. The ODI has already begun putting a process in place which includes weekly updates of all information in the electronic tracking system (iComplaints), which is reported weekly via written status reports and during bi-weekly staff discussions.</p> <p>2. The ODI has begun to put in place a process for reporting deficiencies on contract firms that fail to meet counseling and investigative timelines.</p>	



EEOC FORM  
715-01  
PART I

**U.S. Equal Employment Opportunity Commission  
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT  
EEO Plan To Eliminate Identified Barrier**

National Science Foundation

FY 2011

**STATEMENT OF  
CONDITION THAT WAS A  
TRIGGER FOR A  
POTENTIAL BARRIER:**

Provide a brief narrative describing the conditions at issue.

How was the condition recognized as a potential barrier?

The National Science Foundation's workforce demographics were examined. The following conditions signal potential barriers:

- Representation of the following groups was below parity in comparison to the Civilian Labor Force (CLF): Black or African males, Hispanics males and females, American Indian or Alaskan Native males and females, White males and females, and employees with two or more races, males and females.
- Representation of underrepresented groups was disproportionately low among employees in positions at the GS-14, GS-15, and Senior Executive Levels; and
- Representation of individuals with targeted disabilities was disproportionately low as compared to the Federal high.

Data regarding NSF's workforce, as well as complaint trends, illustrate conditions that may signal potential barriers for groups identified in items referenced above.

**BARRIER ANALYSIS:**

Provide a description of the steps taken and data analyzed to determine cause of the condition.

Both quarterly and an annual trend analysis of various NSF's employment practices were conducted. The workforce current snapshot trend data by Federal Personnel Payroll System (FPPS) were used to determine contributing factors. In addition to the snapshot, NSF also evaluated EEO complaint trends and agency survey results.

Because NSF is a small agency, during future reports NSF will look at barrier analysis as related to the relevant CLF, particularly for scientists.

In regard to individuals with targeted disabilities, NSF evaluated data reflecting the Federal high in FY 2011.

**STATEMENT OF  
IDENTIFIED BARRIER:**

Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.

NSF implements a number of hiring practices to draw from all segments of American society, including underrepresented groups. Specifically, the lack of representation in some of the above referenced groups may be attributed to difficulty in the hiring, especially in the scientific areas, and promotion efforts which have not yielded more individuals from the different race/ethnicity groups identified above as underrepresented, as well as individuals with disabilities.

Factors that may contribute to underrepresentation include:

- Lack of comprehensive strategies to recruit diverse candidates for some positions within NSF;
- Lack of knowledge of NSF and opportunities offered in the underrepresented communities; and
- Low representation of underrepresented groups in NSF core scientific communities.

<b>OBJECTIVE:</b>  State the alternative or revised agency policy, procedure or practice to be implemented to correct the undesired condition.	Take substantial steps to increase participation in areas identified as underrepresented by the following: <sup>15</sup> <ul style="list-style-type: none"> <li>• Design and perform strategic outreach and recruitment to reach all segments of society with the goal of increased participation rates of underrepresented groups for all applicable positions within NSF;</li> <li>• Promote diversity within the workplace through use of strategic hiring initiatives for people with disabilities and veterans, conduct barrier analysis, and support diversity initiatives that highlight NSF's diversity and inclusion.</li> <li>• Establish a process of review for leadership development programs to ensure all segments of the workforce are provided the opportunity to participate and develop strategies to eliminate barriers that may exist.</li> <li>• Use NSF existing programs to increase participation of underrepresented groups within scientific core communities.</li> <li>• Establish and implement a comprehensive system to track agency efforts of increasing participation of underrepresented groups and other diversity initiatives.</li> </ul> NSF continues to explore new and different activities in these areas.
<b>RESPONSIBLE OFFICIALS:</b>	Agency Head HRM Director EEO Director
<b>DATE OBJECTIVE INITIATED:</b>	12/2011
<b>TARGET DATE FOR COMPLETION OF OBJECTIVE:</b>	Fourth Quarter FY 2012

<b>PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:</b>	<b>TARGET DATE (Must be specific)</b>
Design and perform strategic outreach and recruitment to reach all segments of society with the goal of increased participation rates of underrepresented groups for all applicable positions within NSF, which includes: <ul style="list-style-type: none"> <li>• Coordinated recruitment and outreach strategies</li> <li>• Collection and review of applicant flow data</li> <li>• Ensure diverse pipelines in student internship and fellowship programs</li> <li>• Partnerships</li> <li>• Coordination of applicable NSF offices</li> <li>• Management training</li> <li>• Accountability</li> </ul>	4 <sup>th</sup> Quarter FY 2012
Promote diversity within the workplace through use of strategic hiring initiatives for people with disabilities and veterans, conduct barrier analysis, and support diversity initiatives that highlight NSF's diversity and inclusion, which includes: <ul style="list-style-type: none"> <li>• Conduct quarterly and annual barrier analyses</li> <li>• Establish process for identifying and eliminating potential barriers</li> <li>• Management training</li> <li>• Use of special hiring authorities</li> <li>• Support of Special Emphasis Programs</li> </ul>	4 <sup>th</sup> Quarter FY 2012  2 <sup>nd</sup> Quarter, FY 2012
Establish a process of review for leadership development programs to ensure all segments of the	3 <sup>rd</sup> Quarter

<sup>15</sup>

Note that the goals and objectives outlined in NSF's Plan To Eliminate Identified Barriers are consistent with the following related plans: Annual Federal Equal Opportunity Recruitment Program (FEORP) Plan and Hispanic Employment Report, Disabled veterans Affirmative Action Program (DVAAP) Representation and Assessment and Action Plan; Increasing Federal Employment of Individuals with Disabilities Plan (Executive Order 13548), the Government-Wide Diversity and Inclusion Strategic Plan (Executive Order 13583), and Veterans Employment Plan (Executive Order 13518).

<p>workforce are provided the opportunity to participate and develop strategies to eliminate barriers where they exist, which includes:</p> <ul style="list-style-type: none"> <li>• Review of current leadership development programs</li> <li>• Enhance mentoring programs</li> <li>• Review succession planning</li> </ul>	FY 2012
<p>Use NSF existing programs to increase participation of underrepresented groups within scientific core communities, which includes:</p> <ul style="list-style-type: none"> <li>• Encourage use of flexible workplace policies</li> <li>• Support of employee affinity and resource groups</li> <li>• Review agency on-boarding process</li> </ul>	3 <sup>rd</sup> Quarter FY 2012
<p>Establish and implement a comprehensive system to track agency efforts of increasing participation of underrepresented groups and other diversity activities.</p>	4 <sup>th</sup> Quarter FY 2012
REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE	
<p>In regard to recruitment efforts geared towards underrepresented groups, NSF accomplished the following:</p> <ul style="list-style-type: none"> <li>• Evaluated staffing planning to conduct a consolidated approach to determine workforce needs within the agency.</li> <li>• Ensured NSF employment opportunities were widely distributed by participating in services that reach across the government and public audiences for vacancy announcements.</li> <li>• Managed "NSF Updates" which allows individuals interested in NSF employment to receive automatic electronic notification of program and vacancy announcements, resulting in 134,799 enrollees.</li> <li>• Managed recruitment programs targeted for specific populations, which included showcasing student programs through various marketing tools; improving outreach to disabled applicants; targeting the hiring of disabled candidates through participating in the EOP Career Expo for People with Disabilities, resulting in a Schedule A hire; working with the Virginia Department of Rehabilitation Services, resulting in a Schedule A hire; and supporting the visually impaired through use of marketing and outreach materials converted to Braille; staffing reminders.</li> <li>• Conducted outreach activities at 51 events that focused on areas such as diversity, people with disabilities, Hispanics, and veterans; attended 8 conferences that focused on areas inclusive of diversity, Hispanics, and veterans; and implemented 4 internal NSF events with a focusing on the following areas: disability and veterans.</li> <li>• Hosted 12 workshops which included 2113 individuals from 210 institutions in which 54 were minority-serving institutions, including 10 Historical Black Colleges and Universities (HBCUs), and 39 Hispanic-serving institutions.</li> <li>• Hosted an HBCU workshop that identified and described funding opportunities and initiatives that cover the broad spectrum of NSF-funded research and was attended by 225 minority faculty and administrators representing 75 institutions.</li> <li>• Attended the Society for the Advancement of Chicanos and Native Americans in Science conference.</li> <li>• Continued efforts of the Team to Invigorate Marketing and Outreach (TIMO), which identifies new recruitment strategies, evaluates costs, effectiveness, and value provided by creative approaches to recruitment, and recommends recruitment activities that provide NSF with the greatest potential for attracting a broad and deep pool of candidates. This fiscal year, TIMO engaged in the following partnerships: National Institute of Standards</li> </ul>	

and Technology, Returned Peace Corps Volunteers, African America Federal Executives Association, Mid-Atlantic Higher Education Recruitment Consortium, Higher Education Dual Career Network, and Department of Rehabilitative Services and the Virginia Employment Commission.

- Initiated, through a partnership with TIMO, the Engineering Directorate, and ODI, a pilot program with the goal of increasing recruitment and outreach activities to underrepresented groups within the scientific research and engineering workforce with the long-term goal of having Program Officers and other Engineering staff incorporate diversity into their mission statements.
- Expanded the existing Ambassador Program to 58 members representing all Directorates and Offices. The program directly leverages the knowledge and connections of rotator staff to enhance outreach efforts.
- Evaluated social media and online recruitment with a focus on measuring the effectiveness of outreach geared towards disabled veterans and diverse audiences, especially Hispanics. Strengthened connection with the Hispanic community through partnerships with the Hispanic Heritage Foundation, the National Society of Hispanic MBAs, Mid-Atlantic Hispanic Chamber of Commerce; Latinos for Hire; and the Hispanic Summit in which NSF has representation on the planning committee and during the conference.

In regard to promoting diversity and inclusion in the workplace, NSF accomplished the following:

- Sponsored, in collaboration with 8 directorates/offices, 12 diversity initiatives highlighting NSF's diversity and inclusion, which included 8 Special Emphasis Programs, 3 Diversity Dialogue Series, and one Disability Webinar and Expo.
- Provided EEO/diversity briefings to more than 300 employees in various offices/divisions.
- Presented at all NSF orientation sessions for new employees, which included an overview of the services offered by ODI, inclusive of information that highlights NSF's diversity and inclusion.
- Presented at all Program Management Seminars on topics related to EEO, civil rights, and diversity and inclusion.
- Implemented a new course for managers and supervisors entitled "NSF Becoming a Model EEO Agency: The Role of Managers and Supervisors" which included a module on diversity and inclusion.
- Devised a plan by which limited English proficient persons can access the agency's services.
- Served as a representative of the Broadening Participation Working Group.
- Presented on diversity and civil rights at 2 Regional Conferences and at 1 NSF workshop for HBCUs.
- Provided diversity and broadening participation activities in the following directorates/offices: Office of Integrative Activities, Office of Polar Programs, Directorate for Geosciences, Directorate for Mathematical and Physical Sciences, Directorate for Computer and Information Science and Engineering, Directorate for Biological Sciences, Directorate for Engineering, and the Directorate for Social, Behavior, and Economic Sciences.

In regard to developmental opportunities, NSF accomplished the following:

- Continued to provide opportunities through the following development tracks: (1) Leadership, which included new programs in executive coaching, executive development plans, transitioning to management, participation in 9 Senior Executive Series (SES) forum, and the implementation of a course for managers and supervisors geared towards assisting NSF take substantial steps towards attaining model EEO status and was attended by 100% of NSF managers and supervisors; (2) Program Management; (3) Administrative Professionals, in which NSF implemented the Staff Engagement, Education and Development (SEED) Initiative, a series of courses that focus on differentiating tasks as important, urgent, or both; applying time management concepts, strategizing ways to manage competing tasks, outlining elements of multi-tasking, and summarizing powerful work habits. The SEED Initiative is an innovative staff-based, self-sustaining program facilitated by administrative professionals for administrative professionals; and (4) Workforce, in which a new program was offered on Individual Development Plans and several existing programs were revised.
- Launched a "Mentoring and Coaching" workshop.
- Launched an NSF-wide mentorship program.
- Established the Veterans Mentoring Group.

In regard to activities for individuals with disabilities, NSF accomplished the following:

- Devised and implemented guidelines for processing reasonable accommodations.
- Timely responded to and processed 357 requests for reasonable accommodations through NSF's centralized fund.
- Implemented a process, in collaboration with the Office of Budget, Finance, and Award Management (BFA) in which panel members with disabilities were directly linked to ODI to request reasonable accommodations for their disabilities.
- Implemented a process, in collaboration with BFA, in which special travel requests based on disabling conditions are processed and cleared through ODI prior to approval of such requests through NSF's travel system.
- Provided training to 100% NSF managers and supervisors on disability and the reasonable accommodation process at NSF.
- Sponsored a Disability Webinar with more than 200 internal and external participants and an on-site expo with more than 22 vendors.
- Established and implemented NSF's Plan for Recruiting, Hiring, and Retaining Persons with Disabilities.
- Maintained partnerships with the Virginia Department of Rehabilitative Services.
- Hired two persons with disabilities through Schedule A.
- Supported the visually impaired through marketing and outreach materials converted to Braille and on compact disc.
-

<b>EEOC FORM 715-01 PART J</b>		<b>U.S. Equal Employment Opportunity Commission</b> <b>FEDERAL AGENCY ANNUAL</b> <b>EEO PROGRAM STATUS REPORT</b> <b>Special Program Plan for the Recruitment, Hiring, and Advancement of Individuals With Targeted Disabilities</b>							
<b>PART I Department or Agency Information</b>	1. Agency		1. National Science Foundation						
	1.a. 2 <sup>nd</sup> Level Component		1.a.						
	1.b. 3 <sup>rd</sup> Level or lower		1.b.						
<b>PART II Employment Trend and Special Recruitment for Individuals With Targeted Disabilities</b>	Enter Actual Number at the ...	... beginning of FY11.		... end of FY11.		Net Change			
		Number	%	Number	%	Number	Rate of Change		
	Total Work Force	1486	100.00%	1469	100.00%	-17	0.00%		
	Reportable Disability	113	7.60%	118	8.03%	5	0.43%		
	Targeted Disability*	18	1.21%	17	1.16%	-1	-0.05%		
	* If the rate of change for persons with targeted disabilities is not equal to or greater than the rate of change for the total workforce, a barrier analysis should be conducted (see below).								
	1. Total Number of Applications Received From Persons With Targeted Disabilities during the reporting period.					N/A			
	2. Total Number of Selections of Individuals with Targeted Disabilities during the reporting period.					3			
	<b>PART III Participation Rates In Agency Employment Programs</b>								
<b>Other Employment/Personnel Programs</b>	<b>TOTAL</b>	<b>Reportable Disability</b>		<b>Targeted Disability</b>		<b>Not Identified</b>		<b>No Disability</b>	
		<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>
3. Competitive Promotions	27	0	0%	0	0%	0	0%	27	100%
4. Non-Competitive Promotions	99	8	8.08%	0	0%	1	1.01%	90	90.91%
5. Employee Career Development Programs	230	-	-	-	-	-	-	-	-
5.a. Grades 5 - 12	414	44	10.63	8	1.93	9	2.17	361	87.19
5.b. Grades 13 - 14	269	17	6.32	3	1.12	4	1.49	248	92.19
5.c. Grade 15/SES	169	7	4.14	0	0.00	4	2.37	158	93.50
6. Employee Recognition and Awards	2044	164	8.02	27	1.32	40	1.96	1840	90.02

6.a. Time-Off Awards (Total hrs awarded)	3276	132	4.15	32	1.01	32	1.01	3112	97.74
6.b. Cash Awards (total \$\$\$ awarded)	\$7,889,513	\$544,131	6.90	\$68,680	0.87	\$138,251	1.75	\$7,207,131	91.35
6.c. Quality-Step Increase	152	9	5.92	2	1.32	1	0.66	142	93.42

<b>EEOC FORM 715-01</b> Part J	NSF's Plan for the Recruitment, Hiring, and Advancement of Individuals with Targeted Disabilities was drafted and implemented in FY 2011 and establishes
<b>Part IV</b>  Identification and Elimination of Barriers	In FY 2011, NSF began conducting both quarterly and annual barrier analyses and will continue that process in FY 2012. Additionally, as part of that process, NSF has devised a process to work with senior managers to identify and eliminate any potential barriers to equal opportunity.
<b>Part V</b>  Goals for Targeted Disabilities	NSF will continue to implement goals to increase employees with targeted disabilities, inclusive of goals included in NSF's Plan for the Recruitment, Hiring, and Advancement of Individuals with Targeted Disabilities, which was drafted and implemented in FY 2011.